

**CONFIDENTIAL***Office Memorandum* • UNITED STATES GOVERNMENT

TO : [REDACTED]  
FROM : [REDACTED]  
SUBJECT: Appraisal Section Budget for fiscal year 1950

DATE: June 11, 1948

25X1A

Pursuant to your request, this memorandum is to set forth my estimates as to Appraisal Section budget requirements for the year starting July 1, 1949 and ending June 30, 1950.

Material requested is set forth under the general headings suggested.

STATEMENT OF FUNCTIONS AND ACTIVITIES

The Appraisal Section is that organizational segment of the Personnel Security Division which, under the general administrative and policy direction of the Chief, Personnel Security Division, conducts the evaluation activities of the Division.

The Section reviews the forms (on which investigation is conducted) prior to transmittal to the investigating agency to ascertain that they are properly completed and, most important, to determine whether there is available reports of prior investigations which should be obtained in the interests of economy and time. Such action is initiated by the Appraisal Section.

Reports from the investigating staff of CIA, other federal agencies, and the Contacts Section of the Personnel Security Division are referred to the Appraisal Section for review, evaluation, and determination as to the sufficiency of the report and the advisability of employing the individual. The Appraisal Section, in evaluating reports, is required to make necessary checks back against reference files of CIA and other federal agencies. When all such leads have been made to the satisfaction of the Appraisal Section, the reports are then evaluated from the standpoint of information on the loyalty, character, integrity, discretion, and trustworthiness of the individual and a determination is made as to the suitability of that person for employment.

In addition to initiating, reviewing, and evaluating reports of investigations conducted on applicants for positions within CIA, the Appraisal Section receives and reviews requests for security clearance on individuals to be used but not employed by CIA. The Appraisal Section is responsible for determining what checks are to be made, the adequacy of the reports received as a result of these checks and the propriety or advisability of using that individual.

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As a related matter, the Appraisal Section conducts group studies and over-all surveys of branches of CIA to determine the over-all security picture of any given organizational segment, maintains a continuing review of cases previously approved or rejected, reviews and makes the initial determination on requests for special types of security clearances, and reviews abstracts, forwards or marks for retention and recording in other sections necessary information contained in any of the investigative or biographical material received or in reports of personal interviews conducted. [REDACTED] ILLEGIB

NECESSITY FOR THE OPERATIONS OF THE APPRAISAL SECTION

A tenet of investigative and security work is that the individual making an investigation is not the proper person to review and make a determination of the sufficiency of the investigation and the suitability of the person who was investigated. More realistically, proper functioning of an investigative staff would not allow the investigator sufficient time to carefully analyze an investigation report, and submit written findings on the report with a recommendation for a decision. In addition, investigations are conducted by many agents while the evaluating and review of the reports must be done by one person. This one person has a broader view of the entire matter than would be or could be found in one of the many participating agents in a case. As a result it will always be found that over any given period the Appraisal Section will make more reviews of individual cases than there are individual cases. This results from the position of the Appraisal Section which permits it to see all of the results of all of the agents and, accordingly, to see where the investigation was sketchy or inconclusive and to see where there is information not available to the agents. Some cases are such as to require no more than a minimum of handling which requires the coordination of reports from only three sources: the Investigating Staff; the Contacts Section; and the Reference Index. At the other extreme are those where reports of investigating and checks are obtained from many agencies, where each such report must be checked against Reference Index, and where a final determination of the case cannot be made until a dozen or so related files and investigative reports are reviewed.

The Appraisal Section is the place where all the reports must be brought together, the relevant material considered, and the proper conclusion drawn on them.

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JUSTIFICATION OF PERSONNEL REQUIREMENTS

On the attached Form 32-10, the fiscal year 1950 requirements are set forth, somewhat as follows:

- a. 1 CAF-12 - Chief of the Section
- b. 1 CAF-11 - Assistant Chief of the Section
- c. 1 CAF-11 - Appraiser
- d. 1 CAF-9 - Appraiser
- e. 1 CAF-9 - Appraiser
- f. 1 CAF-9 - Appraiser
- g. 1 CAF-4 - Clerk Stenographer
- h. 1 CAF-4 - Clerk Stenographer
- i. 1 CAF-4 - Clerk Stenographer

The only additional position, over the 1949 budget, is one of the CAF-9 appraisers.

The existence of the Section justifies the position of Chief. The number of types of cases handled by the Appraisal Section and the number of cases within each type makes it necessary to have an Assistant Chief who can take from the Chief the burden of supervising the appraisal of the routine case received, although none actually deserve such a leveling term as "routine", and leave to the Chief the matters of new operations, procedures, cases where there are special interests and considerations, and general administration of the Section.

Position c, above, is for a grade CAF-11 Appraiser. It has been necessary to elevate what was previously a job at the CAF-9 level to take over two functions one of which did not exist previously to any extent and one which was previously handled by the Contacts Section, although not in the form and of the nature contemplated at this time. These are the AI and EE types of cases, respectively. The Appraisal Section got started on the AI program in April, 1948. During that month some 17 of these cases were handled. In May, 1948, 28 such cases were handled, and so far in the first 11 days of June, 1948, 15 cases have been handled. This is a Contact Branch, OO, program and, according to the Contact Branch, is to become broader and more extensive in the near future.

Positions d and e and f, above, are CAF-9 Appraiser jobs.

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The work-load of the Section for the past several months has required the full-time services of two appraisers. The additional appraiser is needed for use in the EE program mentioned in the preceding paragraph. The actual work-load of the Personnel Security Division gives every indication of continuing at its present level, if not expanding. The two regular appraisers will, therefore, be required. The third appraiser will assist the CAF-11 appraiser in the AI and EE programs. The EE program is the Contact program whereby, on a minimum of information, the Appraisal Section will determine the maximum investigation that can be made with due respect for the personal rights of the individual, for initiating such checks, for reviewing them and appraising them in light of the use to which the individual is to be put, and for recommending the extent to which the individual can be used. Initial estimates of some 20 EE cases a week have now been stated to be an estimate which will probably turn out to be a minimum.

To recapitulate, therefore, the contemplated personnel will be divided, not including the Chief, as follows:

1. The Assistant Chief and 2 CAF-9 Appraisers will review and evaluate reports on job applicants, and will conduct personnel and organizational studies and other general appraisal section functions; and
2. The CAF-11 Appraiser and one CAF-9 Appraiser will handle both the EE and AI types of cases.

Clerical assistance in the Appraisal Section, now consists of one CAF-4 Clerk Stenograph and one CAF-3 Dictaphone Operator. Additional work cannot be undertaken without any guarantees of building up of a back-log without additional typing and stenographic assistance. Previous experience has shown that one stenographer or dictaphone operator can handle little more than the requirements of two appraisers. With the additional Appraiser there must be added one Clerk-Stenographer. The final picture will be, as follows:

1. One CAF-4 Clerk Stenographer who will act as Secretary to the Chief and who will perform related duties of an administrative nature.
2. Two CAF-4 Clerk-Stenographers who will take dictation from and transcribe material received from the Assistant Chief, the CAF-11 Appraiser, and the three CAF-9 appraisers.

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DETAIL

Appraisal Division: This Division evaluates investigation reports concerning applicants for assignment to, or duty with, the Central Intelligence Group, together with such employees as are investigated. Facts developed by investigation, together with information contained in the "reference index" files of the Investigation Branch are weighed toward determinations as to whether or not the subjects meet the security standards of the Central Intelligence Group. Clearances for employees on special assignments are recommended by the Division.

Personal Services:

The Division is under the direction of the Division Chief who has the services of an Assistant, four Appraisers, and two Clerk-Stenographers.

BUDGET - Fiscal Year 1948-1949

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